

**Organizational Eustress and Employee Engagement in Selected Manufacturing Firms
in Ibadan, Oyo State, Nigeria**

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(MSc) in Business Administration**

Certification

This thesis titled “**Organizational Eustress and Employee Engagement in Selected Manufacturing Firms in Ibadan, Oyo State, Nigeria**” was carried out by **Olufisayo Juliana ADEKUNLE** with Matric No LCU/PG/002067 in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University Ibadan, Nigeria under my supervision.

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Dedication

This research work is dedicated to the Alpha and Omega of the Universe, Almighty God who has been my sustenance through it all.

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“Even though the above mentioned Institution have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work”

Abstract

In the last decades, the negative response to stress, so-called distress, became a well-known topic in management and behavioural sciences, but less often deliberated is the positive response to stress, named eustress. While past studies have already suggested promising effects of eustress on the health and well-being of employees, the subjective effect of eustress on employee engagement is relatively unexplored. Therefore, this study examined the effect of organizational eustress on employee engagement in selected Manufacturing firms in Ibadan, Oyo State Nigeria. A descriptive research design was adopted, and the study hinged on two (2) theories which include the social exchange theory and Herzberg's Theory of Stress Factors. To accomplish the objectives of the study, a total of 318 copies of the questionnaire were administered to the respondents with the use of a Five-point Likert scale questionnaire for data collection. Data collected were analysed using descriptive and inferential statistics. The study adopted SPSS version 25 for the descriptive and inferential statistics. Simple linear regression analysis was used. Findings revealed that employee performance has a weak but significant relationship with the creativity of employees in selected manufacturing firms ($R = 0.436^a$). Also, employee satisfaction was found to have a weak and significant relationship with employee work commitment ($R = 0.303$). The findings also revealed that employee wellbeing has a weak and significant relationship with employee role competence ($R = 0.417$). Furthermore, findings revealed that organizational eustress has a moderately strong and significant relationship with employee engagement ($R = 0.529$). It therefore concluded that there is a statistically significant effect of organizational eustress on employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria. Therefore, it was recommended that the management of the manufacturing companies should intensify efforts towards the reinforcement of organizational eustress, which will assist superior employee engagement.

Keywords: Organizational Eustress, Employee Engagement, Role Demands, Level of Creativity, Work Commitment

Word Count: 300

Table of Contents

Content	Page
Title	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Abstract	v
Table of Contents	vi
List of Tables	vi
List of Figures	vii
Chapter One: Introduction	
1.1 Background to the Study	1
1.2 Statement of the Problem	8
1.3 Aim and Objectives of the Study	10
1.4 Research Questions	10
1.5 Hypotheses	11
1.6 Significance of the Study	11
1.7 Scope of the Study	12
1.8 Limitation of the Study	13
1.9 Operationalisation of Variables	13
1.10 Operational Definition of Terms	14
Endnotes	16
Chapter Two: Literature Review	
2.1 Conceptual Review	20
2.1.1 Concept of Employee Engagement	20

2.1.2	Concept of Organisational Eustress	48
2.2	Theoretical Review	79
2.2.1	Social Exchange Theory	79
2.2.2	Herzberg's Theory of Stress Factors	82
2.3	Review of Empirical Studies	83
2.3.1	Organisational Eustress and Employee Engagement	83
2.4	Conceptual Model	90
2.5	Summary of Gap in Literature Reviewed	91
	Endnotes	93
Chapter Three: Methodology		
3.1	Research Design	104
3.2	Population of the Study	104
3.3	Sample and Sampling Techniques	105
3.4	Description of Research Instrument	107
3.5	Validity and Research Instrument	108
3.6	Reliability of Research Instrument	110
3.7	Administration of Research Instrument and Method of Data Collection	111
3.7	Method of Data Analysis	112
	Endnotes	113
Chapter Four: Results and Discussion of Findings		114
4.1	Response Rate	114
4.2	Test of Hypotheses	127
4.3	Discussion of Findings	137
	Endnotes	144

Chapter Five: Conclusion

5.1	Summary of Findings	146
5.2	Conclusion	148
5.3	Recommendations	149
5.4	Contribution to Knowledge	150
5.5	Suggestions for Further Research	151
	Bibliography	153
	Appendix I	158
	Bio-data	162
	The University Compliance Certification	164

List of Tables

Table	Title	Page
3.1	Population of the Study	105
3.2	Summary of Pilot Test Incorporating Construct Validity Test	109
3.3	Discriminant Validity using Heterotrait-Monotrait Ratio (HTMT)	110
3.4	Reliability Statistic	111
4.1	Response Rate	115
4.2	Demographic Data of Respondents	115
4.3	Descriptive Analysis of the Response Role Demands	117
4.4	Descriptive Analysis of the Response Employee's Level of Creativity	118
4.5	Descriptive Analysis of the Response Employee Satisfaction	120
4.6	Descriptive Analysis of the Response Work Commitment	122
4.7	Descriptive Analysis of the Response Employee Wellbeing	124
4.8	Descriptive Analysis of the Response Role Competence	125
4.9a-c	Summary of Regression Analysis for the Role Demand on Creativity of Employee in Selected Manufacturing Firms in Ibadan, Oyo State, Nigeria	128
4.10a-c	Summary of Regression Analysis for the Effect of Employee Satisfaction on Employee Work Commitment in selected manufacturing Firms in Ibadan, Oyo State, Nigeria	130
4.11a-c	Summary of Regression Analysis for the Effect of Employee Wellbeing on Employee Role Competence in Selected Manufacturing Firms in Ibadan, Oyo State, Nigeria	133
4.12a-c	Summary of Regression Analysis for the Effect of Employee Wellbeing on Employee Role Competence in Selected Manufacturing Firms in Ibadan, Oyo State, Nigeria	135

List of Figures

Figure	Title	Page
2.1	Conceptual Framework for Organisational Eustress and Employee Engagement	90
3.1	Raosoft Table for Determining Sample Size of a Population	106

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